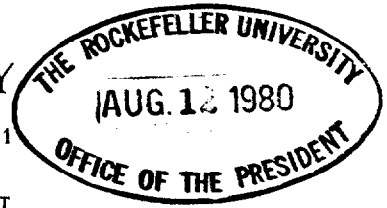




THE ROCKEFELLER UNIVERSITY

1230 YORK AVENUE · NEW YORK, NEW YORK 10021

OFFICE OF THE PRESIDENT



→ CONFIDENTIAL ←

8 August 1980

Memorandum for the Record

Subject: Whitehead Institute ✓

This will outline several points that have emerged from discussions about the Whitehead Institute during late July and the first few days of August.

1. In connection with considering other options that Mr. Whitehead might assess, several of us independently have asked whether he might reassess:
(a) Purchase the old Muscle Research Institute, which has laboratories and offices, along with a small clinical facility, that might suit the likely purposes of the proposed Whitehead Institute. (b) Make a substantial investment in the Cornell Medical College, rebuilding it as well as establishing a major new initiative there. Neither of these seems to be particularly plausible for Mr. Whitehead at this time. But both should be noted for the record.
2. The Academic Council on July 29 considered various possibilities in light of JL's outline of the discussions to date. In general, the six members of the Council who were present were aware of Mr. Whitehead's past explorations at RU and elsewhere. Thus there was familiarity with his aims and resources. Everyone agreed that the potentially large investment should be handled in the most constructive way, and that JL was wise to devote time to trying to counsel Mr. Whitehead about how to assemble a first-rank staff for an institutional design that would have a good chance for success. However, the Council had reservations about locating an independent institute on the RU campus; most of these reservations were anticipated in my July 30 memo (Working Paper--Confidential) for review by the Executive Committee of the Board. The Council volunteered to form an ad hoc faculty group to work with JL and others on explorations with Mr. Whitehead. Furthermore, the Council felt that it might be useful for Mr. Whitehead to meet again with members of our faculty, either individually or in connection with an ad hoc advisory group.
3. At the Board's Executive Committee meeting on July 31, there was not sufficient time to consider all of the implications of Mr. Whitehead's proposals. However, three conclusions were reached tentatively about the real estate options: (a) neither of the two parcels on York Avenue, at the main gate and at 68th Street, were regarded as acceptable for sale or long-term lease, both because of their economic and esthetic value and

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because of the apparent unwillingness of Mr. Whitehead to provide an adequate quid pro quo in financial terms; (b) air rights should be considered more seriously as an option for Mr. Whitehead, especially if he were willing to invest in the necessary platform and accept a long-term lease arrangement for whatever structure he would need for the proposed Whitehead Institute; (c) the pattern of the "Hughes Institute" ought to be considered in relation to our Tower Building, somewhat along the lines of the suggestion in my memo for the Executive Committee for July 30.

It was agreed that when JL and I met with Mr. Whitehead on July 31, we should not review any of the details of our thinking to date nor the tentative conclusions of the Executive Committee. Instead, we should simply say that the University is seriously considering a variety of alternatives and will give Mr. Whitehead an answer during the early fall, possibly as late as the next full Board meeting in October.

JL emphasized that Mr. Whitehead wants to keep an "operating foundation" in order to maintain the family's control of all expenditures, along the line of the "Hughes model." Mr. Dilworth asked whether Mr. Whitehead would make at least small gifts to The Rockefeller University out of the estimated \$20,000,000 per year of annual dividend income he is now receiving.

4. JL and I met with Mr. Whitehead and Mr. Stewart Pearce for somewhat less than an hour on the morning of July 31. (As an opening remark on an unrelated subject, Mr. Whitehead said that Technicon will probably support Ed Reich and a younger colleague with the development of a new instrument for diagnosing leukemia.) JL and I followed the strategy that had been agreed to with the Executive Committee on July 30.

Mr. Whitehead was clearly disappointed that we were not prepared to make a firm arrangement for land. But he quickly noted that after his explorations had taken years, it was not surprising that the University would take more than a few weeks to settle on its policies! However, Mr. Whitehead did sense the reservations at RU--and JL confirmed that there were some, among both the trustees and the faculty--and thus Mr. Whitehead asked whether he should consider going elsewhere. We reassured him that he certainly should consider all options. Most of the meeting was spent discussing the possibilities of establishing the Whitehead Institute in either Boston/Cambridge or Palo Alto. Harvard is again a possibility--although Whitehead said that "Harvard is great, but RU is greater"--because the real estate situation there may make it possible to use the site of the old Brigham Hospital. Whitehead expects to explore options with Tosteson, Bok, and Wiesner or Paul Gray. Stanford continues

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to be a good possibility, despite the complexities of a large university and the high and rising costs of housing in the Bay area. The industrial park across from Stanford's main campus could be an excellent site, and JL has already arranged for Whitehead to visit Don Kennedy to reopen negotiations, including a visit to Palo Alto in late August.

5. Whitehead then met later in the morning of July 31 with JL to "interview" David Baltimore as a candidate for director of the Whitehead Institute. Baltimore is interested, and is prepared to consider virtually any geographical possibilities; based upon past contacts, DB may prefer New York.

RWN

Rodney W. Nichols

cc: ✓ Joshua Lederberg
Whitehead Institute file

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